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28 February 75

MEMORANDUM FOR: Deputy Director for Administration —
Deputy Director for Intelligence —
Deputy Director for Operations —
Deputy Director for Science and Technology —
Deputy to the DCI for the Intelligence Community —
Deputy to the DCI for National Intelligence Officers —
General Counsel —
Legislative Counsel —
Inspector General —
Comptroller.

SUBJECT : Fighting Inflation and Reducing Daily
Operating Costs

1. In my memorandum of 8 November I asked that each of you engage yourself personally in the Agency's fight against inflation and report back to me by the conclusion of 1974 the results of any actions taken or proposed. From the submissions received and reviewed so far, I find that many of the actions proposed are common to most of the Agency's components; for example, we are all concerned with reduction of paper flows and integration of filing systems, double-sided Xeroxing or reduction in Xeroxing, reductions in copies of reports and conservatism in the use of administrative supplies. The Directorate records management programs have shown significant results in terms of dollar savings, and the possibilities for continuing and expanding in this regard are encouraging. We are concerned as well with energy conservation. The Office of Logistics, in cooperation with GSA, has reduced effectively overall fuel and power consumption. We may all contribute in this regard by simply turning lights off and heat down at the end of the day.

2. Other actions proposed are either unique to particular components or are policy considerations of one Office which impact on the entire Agency. For example, the Office of Communications is proposing that we campaign to reduce considerably the unofficial use of the black telephone lines — "Dial 9" calling which during FY 1974, cost \$175,000 for 2.8 million calls. The Office of Joint

\$162,000

Computer Support has begun to use a ribbon re-inking service for ribbons used with computer line printers. OJCS estimates they will save \$8 to \$10 thousand annually. Other components should take advantage of this service.

3. There are, of course, many other ways to decrease our costs and fight inflation. As a start, we will now require a higher level approval for many of the services provided by the Administration Directorate -- relocation of telephones and additional telephone lines, for example. Each Office Director should personally insure that services requested are absolutely essential. Some are now being reviewed at the Deputy Director level -- this practice should continue and I command it to each of you. Office Directors should also review and revalidate all publication subscriptions for his Office. Those Offices with overseas field installations should review and revalidate their Table of Vehicular Allowances with a mind to reducing the number of vehicles. All managers should remain aware of the possibility of using more economical substitutes. For example, last fiscal year the Office of Communications installed a WATS line which resulted in the saving of \$55,000 with the reduction of outgoing long distance telephone calls. The DD/I Imagery Analysis Service has realized a savings of \$160,000 by transferring light tables to NPIC and replacing them with equipment costing only half as much. Office policies should be reviewed to see whether or not savings may be gained on an Agency-wide basis by changes. For example, the DD/O is considering lengthening PCS tours in order to save on travel and shipping costs and one DD/S&T Office has reinforced its concept of three-year tours for the same reasons.

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4. In addition to actions taken on the above, I ask that you continue to explore ways to generate savings in the use of administrative supplies. Requirements for typewritten or computer reports should be reviewed to determine that the number requested is actually needed. Certain DD/I and DD/S&T Offices have initiated specific actions to effect reductions in the consumption of computer paper (and tapes). Wherever possible, reproduction equipment should be shared by several offices. If possible, 24-hour operations should be reduced. Shifts should be changed to provide early and late coverage and flexible working hours should be arranged to reduce the use of overtime.

5. We must fight inflation at all levels of the Agency. Only by management example will all employees come to understand that we are truly committed to this task. I have instructed the DD/A to manage this effort for me and to issue whatever instructions may be

necessary. You should continue to report to me through the DD/A on a quarterly basis beginning 1 April 1975 so that we may quantify and report to the President the results of our efforts in this program. I will communicate with you further as other ideas are generated.

W. E. Colby
W. E. Colby
Director

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